UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

(Services Management)

Semester I & II – 2015-2016
Semester III & IV – 2016-2017

Prepared by - 

Checked by -

Assii. Registrar (Acad-I)
University of Rajasthan
JAIPUR
Choice Based Credit System for
Master of Business Administration (Services Management)
w.e.f. Session 2015–16.

The details of the courses with code, title and the credits assigned are as given below.

Abbreviations Used

**Course Category:**
- CCC: Compulsory Core Course
- ECC: Elective Core Course
- OEC: Open Elective Course
- SC: Supportive Course
- SSC: Self Study Core Course
- SEM: Seminar
- PRJ: Project Work
- RP: Research Publication
- PRE: Presentation

**Contact Hours:**
- L: Lecture
- T: Tutorial
- P: Presentation
- S: Self Study

Master of Business Administration (Services Management)

Master of Business Administration (MGS)
### Semester-I

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per Week</th>
<th>EoSE Duration (Hrs.)</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MGS101</td>
<td>Organizational Structure and Behaviour</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>MGS102</td>
<td>Quantitative Techniques</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>MGS103</td>
<td>Economics for Managerial Decisions</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>MGS104</td>
<td>Human Resource Management</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>MGS105</td>
<td>Marketing Management</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>MGS106</td>
<td>Managerial Accounting</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Core Elective-I</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>Core Elective-II</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Credits in the Semester**: 32

**Electives in Semester-I**: MGSA01- Computer Application in Management
MGSA02- Services Orientation

### Semester-II

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per Week</th>
<th>EoSE Duration (Hrs.)</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MGS201</td>
<td>Human Resource Planning and Development</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>MGS202</td>
<td>Production and Operations Management</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>MGS203</td>
<td>Research Methods in Management</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>MGS204</td>
<td>Financial Management</td>
<td>CCC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>Core Elective-III</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>Core Elective-IV</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Core Elective-V</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>MGSA01</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>Core Elective-VI</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>3 1 0 3 0</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Credits in the Semester**: 32

**Electives in Semester-II**: MGSB01- Service Environment
MGSB02- Global Business Management
MGSB03- Organizational Change and Effectiveness
MGSB04- Entrepreneurship Development and Management
**Semester-III**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per Week</th>
<th>EoSE Duration (Hrs.)</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MGS301</td>
<td>Strategic Analysis and Choice</td>
<td>CCC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>MGS302</td>
<td>Project Formulation and Implementation</td>
<td>CCC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>MGS303</td>
<td>Summer Training Project</td>
<td>PRJ</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Core Elective-VII</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>MSGB01</td>
</tr>
<tr>
<td>5</td>
<td>Core Elective-VIII</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
<tr>
<td>6</td>
<td>Core Elective-IX</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
<tr>
<td>7</td>
<td>Core Elective-X</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
<tr>
<td>8</td>
<td>Core Elective-XI</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
</tbody>
</table>

Total Credits in the Semester 32

**Electives in Semester-III:** MGSC01 - Business Legislation
Other Electives as per functional area. (See Program Administration point No. 14)

---

**Semester-IV**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Course Category</th>
<th>Credit</th>
<th>Contact Hours Per Week</th>
<th>EoSE Duration (Hrs.)</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MGS401</td>
<td>Management of technology and Innovation</td>
<td>CCC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>MGS402</td>
<td>Integrated Term Paper (Based on Service Segment with Viva-Voce)</td>
<td>SSC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Core Elective-XII</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Core Elective-XIII</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Core Elective- XIV</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
<tr>
<td>6</td>
<td>Core Elective-XV</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
<tr>
<td>7</td>
<td>Core Elective-XVI</td>
<td></td>
<td>ECC</td>
<td>4</td>
<td>L 3 T 1 P 0 T 3 P</td>
<td></td>
<td>Functional Area</td>
</tr>
</tbody>
</table>

Total Credits in the Semester 28

**Electives in Semester-IV:** MGSD01 - Corporate Social Responsibility and Governance
MGSD02 - Strategic Execution and Change
Other Electives as per functional area. (See Program Administration point No. 14)

---

Asstt. Registrar (Acad-I)
University of Rajasthan
JAIPUR
## Elective Core Courses

### Specialization Clusters:
A. First Semester Electives  
B. Second Semester Electives  
C. Third Semester Electives  
D. Fourth Semester Electives  
E. Marketing Specialization  
F. Human Resource Specialization  
G. Finance Specialization  
H. Rural Development Specialization  
I. Information Technology Specialization

<table>
<thead>
<tr>
<th>Elective Course Code</th>
<th>Specialization</th>
<th>Paper Title</th>
<th>Prerequisite</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGSA01</td>
<td>First Semester Electives</td>
<td>Computer Application in Management</td>
<td>-</td>
<td>I</td>
</tr>
<tr>
<td>MGSA02</td>
<td>First Semester Electives</td>
<td>Service Orientation</td>
<td>-</td>
<td>I</td>
</tr>
<tr>
<td>MGSB01</td>
<td>Second Semester Electives</td>
<td>Service Environment</td>
<td>-</td>
<td>II</td>
</tr>
<tr>
<td>MGSB02</td>
<td>Second Semester Electives</td>
<td>Global Business Management</td>
<td>-</td>
<td>II</td>
</tr>
<tr>
<td>MGSB03</td>
<td>Second Semester Electives</td>
<td>Organizational Change and Effectiveness</td>
<td>MSGA01</td>
<td>II</td>
</tr>
<tr>
<td>MGSB04</td>
<td>Second Semester Electives</td>
<td>Entrepreneurship Development and Management</td>
<td>-</td>
<td>II</td>
</tr>
<tr>
<td>MGSC01</td>
<td>Third Semester Electives</td>
<td>Business Legislation</td>
<td>MGSB01</td>
<td>III</td>
</tr>
<tr>
<td>MGSD01</td>
<td>Fourth Semester Electives</td>
<td>Corporate Social Responsibility and Governance</td>
<td>-</td>
<td>IV</td>
</tr>
<tr>
<td>MGSD02</td>
<td>Fourth Semester Electives</td>
<td>Strategic Execution and Change</td>
<td>-</td>
<td>IV</td>
</tr>
<tr>
<td>MGSE01</td>
<td>Marketing</td>
<td>Consumer Behaviour</td>
<td>MGSB01, MGSB02</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSE02</td>
<td>Marketing</td>
<td>Advertising Management</td>
<td>MGSB01, MGSB02</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSE03</td>
<td>Marketing</td>
<td>International Marketing</td>
<td>MGSB01, MGSB02</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSE04</td>
<td>Marketing</td>
<td>Sales and Distribution Management</td>
<td>MGSB01, MGSB02</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSE05</td>
<td>Marketing</td>
<td>Marketing of Services</td>
<td>MGSB01, MGSB02</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSE06</td>
<td>Marketing</td>
<td>Brand Management</td>
<td>MGSB01, MGSB02</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSF01</td>
<td>HR</td>
<td>Management of Industrial Relations</td>
<td>MGSB03</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSF02</td>
<td>HR</td>
<td>Manpower Development for Technological Change</td>
<td>MGSB03</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSF03</td>
<td>HR</td>
<td>Management Training and Development</td>
<td>MGSB03</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSF04</td>
<td>HR</td>
<td>Organizational Change and Intervention Strategies</td>
<td>MGSB03</td>
<td>III / IV</td>
</tr>
<tr>
<td>MGSF05</td>
<td>HR</td>
<td>Human Resource Development: Strategies and Systems</td>
<td>MGSB03</td>
<td>III / IV</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Course Code</td>
<td>Semester</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>MGSF06</td>
<td>HR Strategic Human Resource Management</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSF07</td>
<td>HR Compensation Management</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSF08</td>
<td>HR Human Resource Planning and Development</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSF09</td>
<td>HR Evolution of managerial thought &amp; related interdisciplinary concepts</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSG01</td>
<td>Finance Financial Decisions Analysis</td>
<td>MGSA01, MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSG02</td>
<td>Finance Investment Management and Security Analysis</td>
<td>MGSA01, MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSG03</td>
<td>Finance Portfolio Management</td>
<td>MGSA01, MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSG04</td>
<td>Finance Management of Financial Services</td>
<td>MGSA01, MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSG05</td>
<td>Finance Financial and Commodity Derivatives</td>
<td>MGSA01, MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSG06</td>
<td>Finance Management of Financial Institutions</td>
<td>MGSA01, MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSH01</td>
<td>Rural Dev. Management of Rural Development</td>
<td>MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSH02</td>
<td>Rural Dev. Management of Rural and Agro Based Industries</td>
<td>MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSH03</td>
<td>Rural Dev. Rural Credit and Finance</td>
<td>MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSH04</td>
<td>Rural Dev. Rural Marketing</td>
<td>MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGSH05</td>
<td>Rural Dev. Rural Services</td>
<td>MGSB01</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGI01</td>
<td>IT Information Technology for Management</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGI02</td>
<td>IT Data Communication and Application</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGI03</td>
<td>IT Data Base Management System</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGI04</td>
<td>IT Internet and Services</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
<tr>
<td>MGI05</td>
<td>IT Strategic Management of Information Technology</td>
<td>MGSB03</td>
<td>III / IV</td>
<td></td>
</tr>
</tbody>
</table>

Asstt. Registrar (Acad-I)
University of Rajasthan
JAIPUR
Programme Administration

1. The medium of instruction and examinations shall be English.

2. There will be a component of continuous assessment as per University rules. This will be conducted by the Institute under supervision of the Director. This will carry 20% weightage in the calculation of the final result.

3. The rules of passing, readmission and EoSE (End Term Semester Exam) will be as per University rules and guidelines.

4. Courses/papers are inter-changeable from one year to another. The optional are given separately for each semester.

5. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups. Only a few optional groups will be introduced, keeping in view the teaching faculty position.

6. The question paper pattern for EOSE Examination will be as follows:
   - For Semester- I & II Examination: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/problem which will be compulsory. The case/problem can be from any part of the syllabus.
   - For Semester- III & IV Examination: There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.

7. No candidate shall be considered to have pursued a regular course or study unless he is certified by the Director of the Institute to have attended 75% of the total number of lectures, tutorials, seminars and case discussions in each year during the course of study.

8. Promotion from one semester to another will be as per University rules.

9. The CGPA (of the end term University exam EoSE and internal continuous assessment) will be determined as per University rules and guidelines.

10. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.

11. There will be a credit monitoring committee of the Institute whose decisions regarding credits and allied domain will be final and binding.

12. Credit registration at least once in all compulsory credit courses shall be binding but earning all CCC credits for accumulation of minimum 120 credits.

13. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.

14. A student will opt for total 7 specialization papers. 4 out of these will be from one functional area and 3 from another. He/She cannot choose from more than two functional areas.

15. Functional Area Electives will be announced at the beginning of the semester.

16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).
MBA: Semester-1

ORGANIZATIONAL STRUCTURE AND BEHAVIOR

Course Code: MGS
Subject Code: MGS101
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/problem which will be compulsory. The case/problem can be from any part of the syllabus.

Course contents

Basis of organization structure, functions of structure. New structure forms, Virtual organizations and network structures.

Personality and individual differences, implications, attitude, perception, role and motivation in organization (conceptual constructs and implications), Leadership.

Groups and teams. Team cohesion and disruption. Emotional and social intelligence, Organizational effectiveness.

References:

3. Hicks and Gullet. Organizations.

QUANTITATIVE TECHNIQUES

Course Code: MGS
Subject Code: MGS102
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/problem which will be compulsory. The case/problem can be from any part of the syllabus.

Course contents


Linear Programming. Problem formulation and geometric methods of solution, simplex method, two phase method, elementary ideas about duality.

Reference:

1. C.R. Kothari – Quantitative Techniques

Asstt. Registrar (Acad-I)
2. Levor and Kirkpetuck – Quantitative approach to Management
4. Richard Irwin – Statistical Methods

ECONOMICS FOR MANAGERIAL DECISIONS

Course Code: MGS
Subject Code: MGS103
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Nature and Scope of Managerial Economics, The fundamental Concepts of Managerial Economics.

Demand Analysis – Types of Demand, Determinants of Demand, Elasticity of Demand, Demand Forecasting- Methods and techniques.

Costs and Concepts, Types and Break-even Analysis, Revenue.


Market references – Concepts, Background and the status in India.

Managing demand and capacity. Scope of inventory capability understanding demand patterns. Matching capacity to demand locating time strategy.
Cases / Problems.

Reference:


HUMAN RESOURCE MANAGEMENT

Course Code: MGS
Subject Code: MGS104
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.
Course contents


Human Resource Procurement- Recruitment, Selection and Induction.


Case and Problems.

Note: The text books and reference books will be announced in the class at the beginning of the course by the teacher.

MARKETING MANAGEMENT

Course Code: MGS
Subject Code: MGS105
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Nature and Scope of Marketing, Core Marketing Concepts (Market, Needs, Wants and Demand, Value and Satisfaction, Consumer and Customer, Goods and Services, Competition, Company orientation towards marketplace), The Marketing Environment (External and Internal)

Consumer buying decision process and Basics of Market Research, Levels of marketing planning, Segmentation, Targeting and Positioning, Marketing Mix of Goods and Services

Developing products (Introduction to product, Product levels, Product Classification, Product life cycle, Product Line and Mix, Packaging and Labeling, Product Quality) Concept and Role of Brands, Pricing Decisions (Introduction to price, Process of pricing, Methods of pricing)

Value Chain Model, Market Channels (Importance, Levels, Functions and Flow, Service Sector channels, Channel Design, Management and Integration, E-Commerce channels) Retailing and Wholesaling, Marketing Communications (Role, Process, Mix, Measuring results, and integrated marketing communications)

Marketing Evaluation and Control, Fundamentals of Relationship Marketing, Digital Marketing, Not-for-profit marketing, Retail Marketing, Rural Marketing, Industrial Marketing, Sustainability and Ethics in marketing.

Reference:


**MANAGERIAL ACCOUNTING**

Course Code: MGS
Subject Code: MGS106
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course Content**


Cost and Management Accounting – Cost Concepts and Classification; Cost Structure analysis through Cost Sheet; Techniques of Costing; Marginal Costing; Budgetary Control. Contemporary issues in Cost and Management Accounting.

**Reference:**

6. Anthony, Robert; *Management Accounting*
7. Hunt, Williams and Donaldson: *Basic Business Finance*
8. Wheldon: *Cost Accounting and Cost Methods*
HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course Code: MGS
Subject Code: MGS201
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in designing HRD System.


References:


PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MGS
Subject Code: MGS202
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Value and Analysis and Management, Inventory Management

Models and Applications, Lean Manufacturing.

Network Techniques – Project Planning & control, project monitoring through network techniques, PERT & CPM, Concept of Time estimates, and Project Costs,


Cases/Problems

References:


RESEARCH METHODS IN MANAGEMENT

Course Code: MGS
Subject Code: MGS203
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course Content

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives, Value and Cost of Information


Processing of Data: Editing and Scrutiny of Data, Classification, Tabulation and Presentation of Data.

Analysis of Data: Univariate Data Analysis- Measurement of Central Tendencies and Variability, Bivariate Data Analysis- Correlation, Linear Regression and Association Analysis.


Asstt. Registrar (Acad.)
University of Rajasthan

L. C. S.

Cases/Problems.

References:

2. Siegal and N.Castellan: Non Parametric Statistics for the Behavioural Sciences
5. Galting, John: Theory and Methods in Social Research
6. Gupta S.P: Statistical Methods

FINANCIAL MANAGEMENT

Course Code: MGS
Subject Code: MGS204
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course Content

Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions

Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management; Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

Reference:

1. Brealey, Richard A. and Myers Steward C.; Principles of Corporate Finance; Tata McGraw Hill
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
8. Damodaran Aswath; Corporate Finance; Wiley

(Signature)
Asst. Registrar (Acad.-I)
University of Rajasthan
JAIPUR
MBA : Semester-III

STRATEGIC ANALYSIS AND CHOICE

Course Code: MGS
Subject Code: MGS301
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

Course contents


The Internal Context – Resources, Capabilities and Core Competence, Resource Based View of the Firm.

Corporate and Business Strategies, Diversification Mergers Acquisitions, Strategic Alliance, Competitive Strategies, Cooperative Strategies. Analytical and Human Issues in Strategy Formulation (Indian Context)


References:

3. Ramaswamy and Namakumari; Strategic Planning – Formulation of corporate strategy; MacMillan India Ltd., New Delhi 1999

PROJECT FORMULATION AND IMPLEMENTATION

Course Code: MGS
Subject Code: MGS302
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

Course contents


Reference:

1. Matto P.K.; Project Formulation in Developing Countries.
2. Little I.M.D. and J.A. Mirrless; Project Appraisal and Planning for Developing Countries.
7. Little I.M.D. and J.A. Mirrless; Manual of Industrial Project Analysis in Developing Countries (OECD).
8. Chitale V.P.; Project Viability in Inflationary Conditions.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

SUMMER TRAINING PROJECT REPORT

Course Code: MGS
Subject Code: MGS303
Total Credits: 04

Guidelines
At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an Industrial, Business or Service Organization by taking up a project study, as approved by the Institute from time to time. Report must be based on primary and secondary data, must be an original work and reflect capability for working independently using computers and software. The project report will contain the following:
- Certificate from the Organization
- Certificate by the Guide
- Acknowledgement
- Contents
- Executive Summery
- Brief Introduction to the Organization
- Analysis of the work done by the Student
- Conclusions and Recommendations
- Bibliography
- Annexure (of the data collected, questionnaire etc.)
- The project report will be of 30-35 pages (maximum).

Evaluation:
The Project report will be evaluated by an external examiner appointed by the University. The evaluation will be based on four components viz. Content, Presentation, Analysis and Viva-Voce. The viva-voce will be conducted at the Institute.

[Signature]
Ass. Registrar (Acad-I)
University of Rajasthan
JAIPUR
MBA: Semester-IV

MANAGEMENT OF TECHNOLOGY AND INNOVATION

Course Code: MGS
Subject Code: MGS401
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."

Course contents


Managing Technology Transfer- Technology Transfer Agreement (Basic idea)


References:

3. Tushman M.L. and P.R. Lawrence; Managing Strategic Innovation and Change.
5. Ajad, R.R.; Technology Transfer and Joint Ventures abroad.

INTEGRATED TERM PAPER

Course Code: MGS
Subject Code: MGS402
Total Credits: 04

Objective of Term paper:

The objective of the integrative term paper is to enable a study to explore in-depth the conceptual foundations of the topics through guidance and self study.

- Enable the student to conceptualize a concept/problem/issues and explore the multiple dimensions associated with it.

- Analyze the concepts and present a written report which is concise, complete, lucid and based on in-depth understanding.

- Develop in the student writing skills of a high order. The term paper is expected to have a executive summary, literature review, practice and precedence review, analysis proper
presentation of data, supported with due acknowledgements/ use of statistical packages (if used), bibliography. The footnotes/ end notes / references bibliography have to be as per the APA guidelines.

- Evaluation of the term paper will be based on content/ presentation/ analysis (25 marks each) and viva-voce. The viva-voce will be of 25 marks.

- The viva-voce will be conducted by the external examiner appointed by the university. The external examiner will evaluate the project report alongwith the viva-voce examination.

Indicative List of Service Sector for Integrative Term paper.

1. Retail
2. Hospitality
3. Entertainment
4. Events
5. BPO
6. KPO
7. Other ITES services.
8. Public Services such as police, urban sanitation, water and electricity supply, transportation.
9. Media
10. Education
11. Health
12. Nursing Care
13. Beauty and Health (SPA)
14. Aviation
15. Travel
16. Tourism
17. Communication
18. Well Being
19. Banking
20. Insurance
21. Mortgage
22. Wealth Management

---

Core Elective Group: (A) – First Semester Electives

COMPUTER APPLICATION IN MANAGEMENT

Course Code: MGS  
Subject Code: MGSA01  
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Computer System Architecture and Configuration; Overview and functions Operating System; Commonly used Applications Software: Text Processing for Document Preparation; Electronic Spreadsheet for Data Analysis (Creating workbook, calculation using formula and functions, sum, average, count, if, vlookup/ hlookup, sort, filter, Pivot table, simple charts); Presentation Software (All these software will have practical classes also.)
Database Management System - Objectives of DBMS, Advantages and Disadvantages of DBMS; Database Models: Overview of Hierarchical Model, Network Model and Relational Data Base Model; ER Model; Relational Data Base: SQL – creating tables, select, update, delete, alter table, Drop; Overview of Client Server System, Distributed Database and Object Oriented Database; Concept of Data Mining, and Data Warehousing. (There will be practical classes on SQL)

Telecommunication Concepts - Overview of Data Communication and OSI Layers; Communication Channels; Types of Communication Network: Based on Geographical Area and Topology; Overview of IP Addressing.

Reference:

4. ITLES - Introduction to Information Technology – Pearson Education
5. Microsoft Press – MS Excel – Step by Step
7. Microsoft Press – MS Word – Step by Step
8. Microsoft Press – MS Power Point – Step by Step

SERVICES ORIENTATION

Course Code: MGS
Subject Code: MGSA02
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Concept of services. Understanding the services phenomenon. Products and services- Differences, and convergence. The classification of services.

Role of service growth in Indian economy. Overview of service sector. Service sector growth- Challenges, Skill development for services.

Technology and services- Role of technology in service enhancement, Application of technology to service.

Growth of IT, ITES; Health; Hospitality and Professional services (profit study of any two to be prepared by the student)

Concept of public services.

Asstt. Registrar (Acad-I)
SERVICE ENVIRONMENT

Course Code: MGS
Subject Code: MGSB01
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

The Service Environment- Macro Context, Social, Economic, Political, Legal, Technological, competitive context of Service Environment.

The Business Context of Service Environment, Service Environment Factor as Applicable to Retail (location + real-estate), Consistency (intellectual, economic) hospitality Environment Education (regulatory) Environment Services (location + environment) Telecom and Select Public Services (With project work, field visits etc.)

Reference:
1. Website of Companies
2. Government of India Website related to Industry.
3. Newspapers, Journals, Articles to be announced in class.

GLOBAL BUSINESS MANAGEMENT

Course Code: MGS
Subject Code: MGSB02
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course Content

Globalisation (Concept, Evolution, Drivers, Challenges, Opportunities and Stages of global involvement- EPRG framework), International Trade Theories


India: an emerging market, Global trade in pre-liberalisation and liberalisation era, India’s Export performance and direction, Indian Trade Policy and Economic Regulation in India.

Reference:


ORGANIZATIONAL CHANGE AND EFFECTIVENESS

Course Code: MGS
Subject Code: MGSB03
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Course contents

Organization Change- Process of Change
Resistance to Change- Management of Resistance, Change at Organizational Level, Individual Level, Transactional and Transformational Change, Challenges to Change.


Organization Effectiveness Models, Creating and Sustaining Effectiveness.

Reference:

7. Schien, Edger; Organizational Psychology.

ENTREPRENEURSHIP DEVELOPMENT AND MANAGEMENT

Course Code: MGS
Subject Code: MGSB04
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07th question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

Asstt. Registrar (Acad.)
Course Content


Idea and Opportunity Identification (Sources, Methods), Feasibility Analysis (Technological, Legal, Financial, Market, Managerial).


Cases and Problems.

References:


Core Elective Group: (C) – Third Semester Electives

BUSINESS LEGISLATION

Course Code: MGS
Subject Code: MGSC01
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.”

Course Content


Indian Companies Act- Formation of Company, Memorandum and Articles of Association, Prospectus, Directors, Meetings and CSR in Companies.
Negotiable Instrument Act, 1981- Kinds of Negotiable Instruments like Bill of Exchange, Promissory Notes, Cheques, Draft, Holder in Due Course, Pre-Cautions by and protection of Bankers in making payment of cheques.


Salient Features of Consumer Protection Act and Law Relating to Intellectual Property, Protection of Women at Workplace (Relevant Act.)

Reference:

Core Elective Group: (D) – Fourth Semester Electives

CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE

Course Code: MGS
Subject Code: MGD01
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

Course contents

Corporate- An Overview, Corporate Performance, Role of Board of Directors in Improving Standards of Economic and Social Performance.

Corporate Governance- An Overview, Mechanism, Models, Code, Stakeholders. Board Structure and Style, Role and Responsibility of Board of Directors, Role of Audit Committee,


Corporate Social Responsibility (CSR)- An Overview, Models, Impact on Business and Society.

References:
3. Ackerman; The Social Challenge to business?
4. HBR Articles.

[Signature]
[University of Rajasthan]
[Jaipur]
STRICTOR EXECUTION AND CHANGE

Course Code: MGS
Subject Code: MGSD02
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."

Course contents

Overview- Making Strategy Work, Role of Organizational Structure, Leadership, Effective Coordination
Information Networks and Resource Allocation in Effective Implementation.

Implementing Strategy in Companies that Compete in a Single Industry, Across Industries and

Knowledge Management and Information Strategy and Communication for effective execution. Strategy
Evaluation -Methods and Challenges.

References:


Core Elective Group: (E) -Marketing

CONSUMER BEHAVIOUR

Course Code: MGS
Subject Code: MGSE01
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."

Course contents

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer
Involvement and Decision Making Information Search Process; Evaluative Criteria and Decision Rules.

Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and
Attitude Change.

Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle;
reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making.

Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer
Behaviour Studies in India.
Reference:


The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

ADVERTISING MANAGEMENT

Course Code: MGS  
Subject Code: MGSE02  
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.”

Course contents

Role of advertising in Marketing Process, Advertising and IMC Today, The Evolution of IMC, Economic, Social, Ethical, Legal and Regulatory Aspects (Role of ASCI)  
Role of Advertising in Relationship Building for Direct Marketing, Personal Selling, Sales Promotion, Sponsorship, and Corporate advertising, Role and functions of Advertising agencies.

Reference:

INTERNATIONAL MARKETING

Course Code: MGS
Subject Code: MGSE03
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

Course Content

International Marketing- Concept, Importance, Challenges and opportunities, International Marketing Environment, Stages of International Marketing involvement (EPRG), International Market Segmentation, Targeting and Positioning, Screening and Selection of Markets.

International Trade Theories, Trade blocks, Global marketing information system and research, International Market- Entry strategies (Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly-Owned Subsidiaries Aboard, Strategic Alliances)

Developing products (Standardisation, Adaptation, Product strategies, Product launch and Product life cycle in international markets, Packaging and Labelling, Product Quality), Branding Decisions (Role, Importance and strategies), Pricing Decisions (Factors influencing, Pricing approaches, Terms of payment in international transaction, Grey marketing, Dumping, Transfer pricing and Counter Trade)

Channels of International Distribution (Direct and Indirect), Selection of Channels, Market Intermediaries, International Retailing, International Marketing communication strategies, factors influencing international marketing communications, Impact of ICT revolution in International marketing communications

Negotiating with International customers, partners and regulators, Export and Import procedure and documentation, Institutional support for International Trade, Recent trends and contemporary issues in International Trade

Reference:

4. Varshney & Bhattacharyya- International Marketing
6. Ramaswamy & Namakumari- Strategic Planning.

SALES AND DISTRIBUTION MANAGEMENT

Course Code: MGS
Subject Code: MGSE04
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.
Course contents

The sales process - prospecting, negotiation, persuasion, closing and evaluation. Setting and Formulating personal selling objectives - Recruitment and selection, developing and conducting sales training program. Supervision, motivation and appraisal of salesmen, Sales meetings and their effectiveness, Compensation and incentive plans
Sales forecasting and budgeting, sales objectives and quotas, Concept of key account management, Developing and managing sales evaluation programs, cost of sales analysis.
Designing and management of territories
Overview of marketing channels, systems, structures, functions and relationships. Channel planning. Channel intermediaries, Whole selling and retailing (to be expanded) Formats of retailing and their usefulness, Indian context in organized retailing

Reference:


MARKETING OF SERVICES

Course Code: MGS
Subject Code: MGSE05
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

Distinction between goods and service marketing, Extension of the product concept and the services concept. Nature of Services and significance of service marketing Challenges in service marketing Service triangle and extended marketing mix
Classification of services, Service quality: definition evaluation and models SERU-QUAL and Gap Analysis, Service standardization and customization, service encounter, service distribution, Physical Evidence, Servicesscape, Service expectations and service satisfaction, Pricing of Services & Service Distribution, complaint handling, Service Recovery Strategies, Targeting consumers, Relationship Marketing, Customer Lifetime Value, Yield management, Marketing Research in Services, Service Satisfaction measurement

References:


Asstt. Registrar (Acad-I)

BRAND MANAGEMENT

Course Code: MGS
Subject Code: MGSE06
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

The product, Product extensions and hierarchy, New product development-Evolution and stages of development, Understanding Brand and Brand Hierarchy, Brand personality, Brand Image, Brand identity, brand positioning, brand equity, value addition from branding, Brand –consumer relationships, brand loyalty and customer loyalty
Managing Brands, Brand creation, brand extensions, Brand –product relationships, brand portfolio.
Product and Brand Management concepts and organization
Research and measurement of brands- identity, positioning, image, personality, and brand equity valuation, Branding strategies in different sectors- consumer, industrial and service brands, Brand value chain, Brand tracking studies and brand equity management system. Managing Brands Overtime-Reinforcement and revitalization of Brands

Reference:
1. David A. Aaker, Building Strong Brands, Pocket Books
3. Issac Jacob, Strategic Brand Management, 3rd edition, Pearson
4. Keller, Strategic Brand Management and Best Practice Cases in Branding, Pearson

Core Elective Group: (F) - Human Resource

MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: MGS
Subject Code: MGSF01
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."
Course Content

Origin of Industrial Relations and its Socio-Economic Dimensions, Role of State in Industrial Relations.

Legal Framework of Industrial Relations- Machinery for Settlement of Disputes, Regulation of Trade Unions.

Meaning of Trade Unions, their functions and activities. Political dimensions of Trade Unions, Employers' Association, Social responsibilities of Trade Unions, Problems of Trade Unions in India.


Participative Management- Significance and its progress in India, Employee Empowerment. Industrial Relations and Technological change. Latest Trends in Industrial Relations.

References:


MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Course Code: MGS
Subject Code: MGSF02
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of new Technology.

Concept and Process of Technological Innovation; Organizational Implications of Technological Change.

Human Resource Implications of Technological Change; Performance/Potential Evaluation in the Context of New Technology.

Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

Reference:


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**MANAGEMENT TRAINING AND DEVELOPMENT**

Course Code: MGS  
Subject Code: MGSF03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions, 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Training Process- an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function.

Training Needs Assessment and Action Research Instructional Objectives and Lesson Planning; Learning Process.

Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.

Organizational support required, Transfer climate, Role of line managers

Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

**References:**

1. Training & Development, Goldstein

*Asstt. Registrar (Acad-I)  
University of Rajasthan  
JAIPUR*
ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Course Code: MGS
Subject Code: MGSF04
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

Organization Change- an Overview; Approaches to Problems Diagnosis.
Some Major Techniques of Planned Change; Steps in OD.
General OD Competencies, OD Skills, Designing Interventions- Interpersonal, Team, Intergroup and Systems.
Evaluation of OD, Ethics of OD Professional, Future of OD.

Reference:

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Course Code: MGS
Subject Code: MGSF05
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

Field of HRD- Concepts, Goals, Challengers; HRD Climate and Practices in India.
Staffing HRD Function; Developing HR Strategies; HRD System Design Principles.
Design & Administration of Select HRD Systems; HRD for Workers.
HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies of HRD in Indian Organizations.

Reference:
1. Dayal, Ishwar; Successful Applications of HRD. New Delhi, Concepts, 1996.

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MGS
Subject Code: MGSF06
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."
Course contents

Understanding SHRM: Meaning, Need & importance of SHRM, Linking HR strategy with Business strategy. (SHRM- Strategic Human Resource Management)

Strategizing HR Processes: Recruitment & retention, Training & Development, Compensation & Performance Management Strategies

Manifestation of HR strategies: HR and Change Management, HR and OD Initiatives, Human Side of Mergers & Acquisitions.

Evaluating the HR function: Scope & Importance of evaluating HRM, The 5-C model, HR scorecard, Challenges in measuring the impact of HRM.

Developing HR as a Strategic Value addition function: Gaining competitive advantage through HR, the VRIO framework, future challenges.

Cases & Problems

Reference:


COMPENSATION MANAGEMENT

Course Code: MGS
Subject Code: MGSF07
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.”

Course contents

Compensation: Role, Economic & Behavioral Issues, Wage oncepts, Components of Compensation-Basic, Dearness Allowance, Fringe enefits, Bonus, Incentives etc.

Administration of compensation: Linkage between Job analysis & Job description And compensation, Developing a compensation plan, Cafeteria Approach, Profit sharing & stock option, Team based compensation, Internal & external equity.

Corporate Compensation: Globalisation, Diversity & Compensation, Executive Compensation, Voluntary Retirement Scheme, Severance pay, Downsizing.


Laws relating to compensation: main features
Payment of wages Act 1936, Minimum wages Act 1948, Bonus Act 1965, Provident fund Act, Employee State Insurance Act 1948

CASE STUDIES
Reference:


HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course Code: MGS
Subject Code: MGSF08
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.”.

Course contents

Manpower Planning- Introduction, Rationale, Process.
Manpower Planning- National, Corporate, Unit.
Manpower Planning and Strategic Planning.
Manpower Supply, Simple and Change Models, Wastage analysis, Redeployment, Work analysis.

References

2. Monica Belcourt, Kenneth J. McBey; Strategic Human Resources Planning, Changeage Learning India Pvt. Ltd.

EVOLUTION OF MANAGERIAL THOUGHT & RELATED INTERDISCIPLINARY CONCEPTS

Course Code: MGS
Subject Code: MGSF09
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.”.

Course Contents

Emergence of Indian Management Thought: From Kautilya to contemporary Indian thinkers; Theories underlying cultural norms in developed & developing countries: Rensis Likert

Management vs. Administration, Management as a Science & Management as an Art; Qualities of a Manager; Personal Effectiveness & Learning, Emotional Intelligence, Business Etiquette, Social Responsibility, Professionalism, Work-life balance

Indian Cultural Context: Demographic distribution, Historical Evolution, Regional Disparities, Influence of LPG, Tenets of sensitivities & aspirations of Indian Workforce, Gender & Diversity Management

References:
1. Prasad & Prasad; Administrative Thinkers
2. Daniel Goleman; Emotional Intelligence
3. Sage; Human Development in the Indian Context: Volumes I & II

Core Elective Group: (G) -Finance

FINANCIAL DECISION ANALYSIS

Course Code: MGS
Subject Code: MGSG01
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus.”.

Course contents

Application of Liner Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas.

Corporate Debt Capacity Management Decision; Business Failure and Reorganization- Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty.


Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

Suggested Readings
INVESTMENT MANAGEMENT AND SECURITY ANALYSIS

Course Code: MGS
Subject Code: MGSG02
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

Course Content

Investment:

Financial Assets:
Types and their characteristics, Source of financial information.

Public Issue:
SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Appointment of merchant bankers; Underwriting; Brokers; Registrars; Managers, Bankers & Allotment of Shares.

Secondary Market:
Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need; Depository Act-1996.

Valuation of Securities:
Bonds; Debentures; Preference Shares; and Equity Shares.

Fundamental Analysis:
Economic Analysis; Industry Analysis and Company Analysis.

Technical Analysis:
Trends, Indicators, Indices and moving averages applied in technical analysis.

Recent development in Indian Stock Markets including investors protection.

Reference:
PORTFOLIO MANAGEMENT

Course Code: MGS
Subject Code: MGSG03
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

Course Content

Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.

Portfolio Analysis: Estimating rate of return and standard deviation of portfolio returns; Effect of combining securities; Markowitz risk-return optimization.

Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe’s optimization solution.

Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; Recent developments.

Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage, arbitrage portfolios; Two factor and multi factor models.

Efficient Market Hypothesis: Weak, semi-strong and strong, random work etc.

Portfolio Construction: techniques of portfolio construction.

Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

Reference:


MANAGEMENT OF FINANCIAL SERVICES

Course Code: MGS
Subject Code: MGSG04
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.
Course Content

Concept, Nature and scope of financial services; Regulatory framework work for financial services; Recent trends in marketing of financial services

Capital Market Services; Merchant, banking services; Managing of public issues of shares and bonds; SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Underwriting; Brokers; Registrars; Managers, Bankers to an Issue.

Secondary Market: Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need.

Other Financial Services- Leasing and Hire Purchase; Debt Securitization; housing finance; Credit Rating; Credit cards.

Mutual funds; Venture Capital, Factoring, Insurance; Tax Environment and financial services.

Reference:


FINANCIAL AND COMMODITY DERIVATIVES

Course Code: MGS
Subject Code: MGSG05
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

Course Content


Pricing Derivatives: Investment assets vs consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, Properties of Stock Option prices, upper and lower bound for option prices, put call parity relationship, Pricing options: Black and Scholes model, Binomial model.

Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swaptions.

Derivatives Mishaps and learning: This unit covers some cases which experienced spectacular losses in derivatives market and the lessons that can be learned from them.

Asstt. Registrar (Acad-1)
University of Rajasthan
Reference:
1. Hull, John C.; Options, Futures and Other Derivatives; Pearson
2. Gardner; Futures & Options - MacMillan
5. Gardner; Derivatives – MacMillan

MANAGEMENT OF FINANCIAL INSTITUTIONS

Course Code: MGS
Subject Code: MGSG06
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

Course contents

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions.

Flow of Fund, Analysis of the Borrowing and Lending Behaviour of Financial Institutions. Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI’s Operations; Credit and Monetary Planning.

Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Proforma Statements.

Working and Organization of Different types of Financial Institutions in India and different regulatory bodies, International Aspects of Financial Institutions.

Reference:
MANAGEMENT OF RURAL DEVELOPMENT

Course Code: MGS
Subject Code: MGSH01
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."

Course contents

Rural Management- Key issues;

Rural Resources- Key resources and their management (overview only) (Water, land forest for e.g.) Role of Rural Community in growth and development. Community initiatives.

Rural Entrepreneurship- Problems/prospects and revival

Rural Infrastructure and Development.

PURA (Success stories), Role of PPP in rural infrastructure development.

MNREGA and its role and impact on rural development, skill development.

Reference:

1. EPW Articles.
2. Websites and publications of Ministry of Finance, Ministry of Rural Development, Ministry of Water Resources; MOEF, Government of India
3. Experiential learning through visit to rural areas.

MANAGEMENT OF RURAL AND AGRO BASED INDUSTRIES

Course Code: MGS
Subject Code: MGSH02
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."

Course contents

Choice of Agro-based Industries.
Problems relating to location and size. Growth of agro based industry, Innovation, New models.

Product Development, planning pricing, product mix.
Choices of appropriate technology for development of rural industries.

Manpower Development for Rural Industries;
Quality and Reliability of Rural Product.
Reference:

1. Problems of Development of Tribal Areas : S.G.Deogaonker
2. Rural Planning of one country : Black, John Donald, Vestocott
3. Rural Organization, Agriculture series and Job Opportunities in Agriculture; Un.Eca.
4. Management Research Method for Agricultural ; Agarwal and Heady
5. Agricultural Decision Analysis : Jack R. Anderson, John L. Dillon and Brian Hardaker
6. Agricultural Bargaining Power : George W. Ladd

RURAL CREDIT AND FINANCE

Course Code: MGS
Subject Code: MGSH03
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

Financial management of rural industries.
Tools of Financial analysis and control.

Financial forecasting and budgeting.

Methods of raising rural credit.
Control of investment in receivables and inventories.
Banking micro finance - emerging role, issues and problems.

Cases/Problems.

Reference:

1. Transformation of Agriculture : G.B.Singh
2. Management in Agricultural Finance : S.C.Jain
3. Production Credit Management in Changing Agriculture : Desai and Desai
4. Capital and Finance in Agriculture : UN, UEDD
5. Agriculture Finance : Murray and Nelson
6. Agricultural Price Analysis : Geoffrey S. Shepherd
7. Agricultural and Economic Growth : Japan's Experience - Edited by Obkawn, Johri Ston and Kaneda

RURAL MARKETING

Course Code: MGS
Subject Code: MGSH04
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."
Course contents

Rural Markets- Demographic Analysis.
Rural Marketing- Nature and Scope
Rural Consumers- Consumer Behaviour
Macro Environment for Rural marketing.
Innovation in Distribution Channels, Setting of Rural Sales Organization.
Product Innovation for Rural Markets.
Marketing Control for rural markets.

Reference:

1. Loan System : T.P.S. Chaudhary and J.N.Sharma
2. Rural Reconstruction in India and China : Netrapal Jain
3. The Political Economy of Agrarian Change : Keith Griffin
4. Agricultural Bargaining power :George W.Ladd
5. Indian Journal of Agricultural Economics (Quarterly)
6. Agricultural Situation in India (Monthly)
7. EPW Articles.
8. Bijapurkar Rena; We are Like That Only.
9. Rural Development Digest – NCD : Hyderabad National institute of Community Development (Quarterly)

RURAL SERVICES

Course Code: MGS
Subject Code: MGSH05
Total Credits: 04

Note: “There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

Course contents

Rural Services- Concept, key differentiators
Rural Services in for- Profit Domain (Telecom, health, education, any other)- Decision of service delivery, pricing, delivery of service quality, Measurement of satisfaction.

Rural Services in public services domain, e-route for delivery of public services (land rewards, bills, information for commercial use) e-mitra.

Accountability, Ensuring service quality, Empowerment for usage.

The students will be encouraged to visit rural areas for experimental learning.

Reference:

1. EPW Articles.
2. DOIT, Government of Rajasthan, Website

Specific readings will be announced in class.

Asstt. Registrar (Acad-I)
University of Rajasthan
JAIPUR
INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Code: MGS
Subject Code: MGSI01
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."

Course contents


Issues for Senior Management: Management control, decision making process, types of decisions and uses of various information systems at different levels of management, Management Issues, Security Issues etc.

Societal Implications and Future Trends: Social responsibilities, technology, applications of IT and the Impact of IT. Ethics and Information Technology and the future of IT. CYBER Laws.

Cases/Problems

Reference:


DATA COMMUNICAITON AND APPLICAITON

Course Code: MGS
Subject Code: MGSI02
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/problem can be from any part of the syllabus."
Course contents


Introduction to Transmission Channels/Media: Twisted Pair, Coaxial Cable, Optical Fiber Cable, Radio TV, Microwave Transmission and Satellite Channel etc. OSI Reference Model for computer networks. Characteristics of Protocols.


Cases/Problems

References:

2. A.S. Tanenbaum, "Computer Networks", Prentice Hall, India (2nd edn.)

DATA BASE MANAGEMENT SYSTEM

Course Code: MGS
Subject Code: MGS103
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents


Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data processing Systems and a Need for Database Environment for such a System.

Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Data Base Management Systems for Successful Implementations of Distributed Systems; Structured Query Language.

Distributed Data Base Systems: On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria, Performance Analysis; Recovery Issues, Re-organizational Problems; Implementation and Maintenance Issues; Database Administration.

Case/Problem
Reference:

6. Systems and Developers Manualls for an RDBMS such as Oracle.

INTERNET AND SERVICES

Course Code: MGS
Subject Code: MGSI04
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

Course contents

History and evolution of internet, capabilities, benefits, problems of Internet, its applications and flue of Internet. FTP, mail, TC/TP protocol, Characteristics of protocols, LAN, MAN, WAN.

Introduction to HUBs, Switches, Routers, Bridges, gateways Earth station, VSAT, Modem etc. and their applications. Introduction to current trends of Information Technology: E-commerce, Electronic Data interchange (EDI) etc.


Cases/Problems

References:


STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Course Code: MGS
Subject Code: MGSI05
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06th question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."
Course Contents

Key Issues in Information System Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage of use of IT.

Creativity, Learning Organizations and Role of Information Technology in Business Transformation. Technology Convergence.

Information Partnerships; Managing in the Market space; National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource; Managing the IT Function; Outsourcing IT Function.

Cases/Problems

Reference: